

Organizational Behavior and Its Impact on Job Satisfaction at Sidikalang District Office, Dairi Regency

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Abstract

This study investigates the influence of organizational behavior on job satisfaction at the Sidikalang District Office, Dairi Regency. With a sample of 47 employees, a quantitative approach was used, and the data was analyzed for validity and reliability, with both scales demonstrating strong internal consistency (Cronbach's Alpha of 0.90 for Organizational Behavior and 0.85 for Job Satisfaction). Descriptive analysis showed that both Organizational Behavior and Job Satisfaction were perceived highly positively by employees, with mean scores of 4.51 and 4.38, respectively. The core finding is derived from the inferential analysis, which confirmed a positive and statistically significant relationship between the two variables. The simple linear regression analysis revealed a very strong influence, with organizational behavior explaining 92.7% of the variance in job satisfaction ($R^2 = 0.927$). The t-test results ($t=8.875$, $p=0.000$) further supported the rejection of the null hypothesis, concluding that organizational behavior is a primary determinant of job satisfaction. The study's findings provide empirical evidence for the importance of fostering a positive organizational environment to enhance employee well-being and, consequently, improve overall public sector effectiveness.

Keywords: *Organizational Behavior, Job Satisfaction, Public Sector*

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Introduction

Organizational behavior is a crucial factor that shapes the quality of work life and the level of job satisfaction among employees. It encompasses the study of how individuals and groups behave within an organization and how these behaviors affect overall organizational outcomes [1]. In public sector institutions such as the Sidikalang District Office, the presence of positive organizational behavior is essential to foster professionalism, motivation, and loyalty among employees [2]. A supportive organizational culture and behavior can create a conducive work environment that encourages employees to perform their duties with commitment and integrity.

Job satisfaction is one of the key aspects influenced by organizational behavior. Employees who perceive fairness, good communication, appreciation, and effective coordination within their organization are more likely to feel satisfied with their jobs [3]. Conversely, when organizational behavior is characterized by weak discipline, lack of collaboration, or inadequate managerial support, job satisfaction tends to decline, which can negatively affect the overall performance of the office. In the context of the Sidikalang District Office, challenges such as limited facilities, lack of recognition, and inconsistent coordination among employees have been observed. These conditions highlight the importance of strengthening organizational behavior to enhance employees' job satisfaction.

Job satisfaction itself is multidimensional and is often determined by factors such as leadership, working conditions, opportunities for career development, and interpersonal relationships at work [4][5]. Employees who feel that their needs are met, their contributions are valued, and they are given opportunities to grow are more likely to develop positive attitudes toward their work. In a government office setting, such as the sub-district administration, improving job satisfaction is not only beneficial for employees' well-being but also for ensuring high-quality public service delivery.

Previous studies have shown that organizational behavior significantly influences job satisfaction, though the strength and nature of this relationship may vary depending on the organizational context [6][7]. Some research confirms a direct and strong relationship, while others emphasize the role of contextual factors in shaping the impact of organizational behavior on employees' attitudes. Therefore, further investigation is necessary, particularly within local government institutions like the Sidikalang District Office, to better understand how organizational behavior affects employees' job satisfaction.

This study seeks to analyze the influence of organizational behavior on job satisfaction at the Sidikalang District Office, Dairi Regency. The findings are expected to provide insights into how organizational behavior can be managed to create a more positive work environment and to support both employee well-being and organizational effectiveness in the public sector.

Literature Review

2.1 Organizational Behavior

Organizational behavior is a field of study that examines how individuals and groups act within an organizational environment. Robbins and Judge (2019) define organizational behavior as the study of the impact of individuals, groups, and structures on behavior within organizations with the aim of improving organizational effectiveness [8]. This means that organizational behavior is not limited to individual aspects but also includes the interactions and dynamics among members in achieving shared goals. It is also understood as an applied science that integrates multiple disciplines such as psychology, sociology, anthropology, and management science [9]. This multidisciplinary approach allows for a comprehensive understanding of human behavior in the organizational context. Through the study of organizational behavior, leaders and managers can better understand how factors such as

motivation, attitudes, values, perceptions, and job satisfaction influence employee outcomes [10].

In practice, organizational behavior plays a vital role in addressing managerial challenges such as employee conflict, low motivation, and high turnover [11]. By understanding behavioral patterns, leaders can make strategic decisions to improve coordination, communication, and job satisfaction, which ultimately contributes to enhanced organizational performance [12]. Essentially, organizational behavior serves as a framework that bridges the understanding of how people act within organizations. This is particularly important because organizations are fundamentally composed of individuals working together. The better an organization understands the behavior of its members, the more effective it can be in designing strategies to improve job satisfaction, discipline, and employee performance in a sustainable manner [13].

According to Robbins (2016) in James and Elston (2019) [8], the indicators of organizational behavior include motivation, leadership behavior and power, interpersonal communication, group structure and processes, development and attitude perception, change processes, conflict and negotiation, as well as job design. These indicators collectively represent the dimensions through which organizational behavior can be analyzed and strengthened to build a more effective and satisfying workplace.

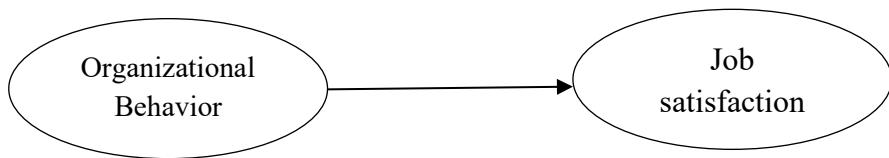
2.2 Job Satisfaction

Job satisfaction refers to the positive attitude or feeling that an employee holds toward their work [14]. Several aspects influence job satisfaction, including salary, working conditions, relationships with colleagues and supervisors, as well as opportunities for growth and career achievement [4]. Job satisfaction not only affects individual performance but also has significant implications for organizational productivity and overall success [15]. Employees who are satisfied with their jobs tend to demonstrate higher levels of motivation, commitment, and loyalty to the organization [16]. From a psychological perspective, job satisfaction is closely tied to the mental and emotional well-being of employees [17]. Satisfied employees are generally happier, experience lower levels of stress, and display positive behaviors such as cooperation and initiative. On the contrary, dissatisfaction at work may lead to issues such as increased absenteeism, high turnover, and reduced productivity [18]. Therefore, it is crucial for organizations to identify and understand the factors that influence job satisfaction, including the work environment, interpersonal relationships, and management practices. To measure job satisfaction, various tools such as surveys and interviews have been developed, providing data that helps management identify areas for improvement and design effective strategies for enhancing satisfaction. Increased job satisfaction not only fosters better performance and productivity but also contributes to creating a more positive and sustainable workplace environment [19], ultimately supporting the overall achievement of organizational goals.

The indicators of job satisfaction in this study refer to Robbins and Coulter's theory (2016). The first indicator is supportive working conditions, where employees value a comfortable and safe work environment that facilitates the completion of tasks. Satisfaction increases when employees work in a clean, modern, and well-equipped environment that is also conveniently located. The second indicator is fair salary or compensation. Employees expect payment systems and promotion policies that are fair, aligned with job demands, skills, and community standards, as fair wages have the potential to significantly enhance job satisfaction. The third indicator is supportive coworkers. Many employees seek satisfaction through social interaction at work, and having friendly, helpful colleagues and approachable supervisors can greatly improve job satisfaction.

Conceptual Framework and Hypothesis

This study conceptualized Organizational behavior as the independent variable (X) and Job Satisfaction as the dependent variable (Y) as shown on the following figure.



The hypothesis is:

Ha : Organizational behavior has a positive and significant effect on job satisfaction among employees at the Camat Office of Sidikalang, Dairi Regency.

Ho : Organizational behavior does not have a positive and significant effect on job satisfaction among employees at the Camat Office of Sidikalang, Dairi Regency.

Research Methodology

This study employs a quantitative research approach to examine the effect of organizational behavior on job satisfaction at the Camat Office of Sidikalang, Dairi Regency. The research design is explanatory in nature, as it aims to test hypotheses and analyze causal relationships between the independent variable (organizational behavior) and the dependent variable (job satisfaction).

The population in this study consists of 47 employees working at the Camat Office of Sidikalang, Dairi Regency. Considering the relatively small population size, the study applies a saturated sampling technique (census), in which the entire population is used as the research sample. Thus, all 47 employees will serve as respondents to ensure comprehensive and representative findings.

Primary data will be collected through a structured questionnaire distributed to the respondents [20]. The questionnaire items are developed based on theoretical indicators of organizational behavior and job satisfaction. Respondents will provide their answers on a Likert scale ranging from strongly disagree to strongly agree. Secondary data will also be gathered from institutional reports and relevant documentation to support the analysis.

The data will be analyzed using quantitative statistical methods with SPSS version 25.0. Several steps will be performed. First, validity testing will be conducted to ensure that the questionnaire items accurately measure the intended variables. An item will be considered valid if the correlation coefficient (r-count) exceeds the critical value (r-table). Reliability testing will use Cronbach's alpha, where a value greater than 0.70 indicates acceptable reliability of the instrument. Second, the regression model used in this study is expressed as:

$$Y = a + bX$$

Where: Y = Job Satisfaction, X = Organizational Behavior ,a = Constant ,b = Regression Coefficient.

Third, the t-test will be applied to determine whether organizational behavior significantly affects job satisfaction. The hypothesis, following Hair (2022), will be accepted if the t-count is greater than the t-table value or if the significance level is below 0.05. Finally, the coefficient of determination (R^2) will measure how much variance in job satisfaction can be explained by organizational behavior. Values range from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable.

This methodological approach enables the study to empirically test the hypothesized relationship between organizational behavior and job satisfaction, providing both statistical and practical insights for public sector organizations.

Results

4.1 Descriptive Analysis

The initial step in the descriptive analysis is to examine the key summary statistics for the two primary composite variables. This provides a high-level overview of the data and its general characteristics.

Table 1. Descriptive Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Behavior (OB)	47	3.50	5.00	4.51	0.44
Job Satisfaction (JS)	47	2.33	5.00	4.38	0.38

Source: Analysis of provided data, N=47

Based on the descriptive analysis of the data, both the Organizational Behavior and Job Satisfaction variables show highly positive results. The composite Organizational Behavior variable, with a mean score of 4.51, indicates that respondents hold a very favorable perception of their organization's behavior. Similarly, the composite Job Satisfaction variable, with a mean of 4.38, suggests that employee satisfaction is generally rated as very good. These high average scores for both variables underscore a strong positive sentiment among the respondents.

Furthermore, the low standard deviation values for both variables (0.44 for Organizational Behavior and 0.38 for Job Satisfaction) are significant. These small values indicate that the data points are closely clustered around the mean, demonstrating a high degree of consistency in the responses. In other words, there is very little variability in how the respondents perceive both the organizational behavior and job satisfaction. The results suggest that these two factors are perceived consistently and positively across the sample.

4.2 Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (r_{value}) by comparing the score of each individual item to the total score of its respective variable. The critical r_{table} value for a sample size of N=47 at a 5% significance level (two-tailed) is approximately 0.288. An item is considered valid if its r_{value} is greater than r_{table} .

The analysis confirmed that all 11 questionnaire items (OB1-OB8 and JS1-JS3) were valid. The correlation coefficients for each item with their respective composite variable scores were found to be well above the critical r_{table} value, indicating that each item effectively measures the variable it is intended to measure.

Reliability was assessed using Cronbach's Alpha, a measure of internal consistency. An instrument is considered reliable if its Cronbach's Alpha value is generally greater than 0.60, a benchmark supported by sources such as Ghozali (2016).

Table 2. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Organizational Behavior (OB)	0.90	> 0.60	Reliable
Job Satisfaction (JS)	0.85	> 0.60	Reliable

Both the Organizational Behavior and Job Satisfaction scales yielded Cronbach's Alpha values well above the 0.60 benchmark. The Organizational Behavior scale achieved a Cronbach's Alpha of 0.90, while the Job Satisfaction scale achieved a value of 0.85. These values indicate that the scales are highly reliable and consistent in measuring their respective variables. The analysis confirms that the research instrument is both valid and reliable. All questionnaire items effectively measure their respective variables, and the scales demonstrate a high degree of internal consistency. The data is therefore suitable for further statistical analysis, such as regression testing.

4.3 Regression Analysis

4.3.1 Simple Linear Regression

A regression analysis was conducted to evaluate the effect of Organizational Behavior on Job Satisfaction at the Sidikalang District Office, Dairi Regency. The analysis used the composite scores for both variables derived from the provided data.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	-0.061	0.499	–	-0.122	0.903
Organizational Behavior	0.985	0.111	0.963	8.875	0.000

Dependent Variable: Job Satisfaction

Based on the analysis, the regression equation can be expressed as: $Y = -0.061 + 0.985X$. The regression coefficient (B) for the Organizational Behavior variable is 0.985. This indicates that for every one-point increase in the organizational behavior score, Job Satisfaction is expected to increase by 0.985 points, assuming other factors remain constant. The significance value (p-value) of 0.000, which is less than the 0.05 significance level, confirms a significant and positive relationship between the two variables.

The regression analysis reveals a significant and very strong positive relationship between Organizational Behavior and Job Satisfaction. The regression coefficient ($B=0.985$, $t=8.875$, $p=0.000$) suggests that more favorable organizational behavior leads to substantially improved job satisfaction. Furthermore, the standardized beta coefficient ($Beta=0.963$) indicates that the effect of the organizational behavior variable on job satisfaction is very strong. This finding supports the idea that the quality of organizational behavior positively impacts employee outcomes within the organization.

4.3.2 Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to measure the proportion of variance in Job Satisfaction that can be explained by Organizational Behavior.

Table 4. Coefficient of Determination

Model	R	R ²	Adjusted R ²
1	0.963	0.927	0.926

The analysis results show that the R^2 value is 0.927, which means 92.7% of the variance in Job Satisfaction can be explained by Organizational Behavior. The remaining 7.3% of the variance is influenced by other factors not included in this research model.

The correlation coefficient ($R=0.963$) indicates a very strong positive relationship between the two variables, which is consistent with the statistically significant regression results. This finding confirms that Organizational Behavior has a substantial positive contribution to job satisfaction within the context of this study.

4.3.3 Hypothesis Testing (t-Test)

The hypothesis testing was performed using a t-test to determine whether the independent variable (Organizational Behavior) has a positive and significant influence on the dependent variable (Job Satisfaction).

Table 5. t-Test Result

Model	B	Std. Error	Beta	t
(Constant)	-0.061	0.499	–	-0.122

Organizational Behavior	0.985	0.111	0.963	8.875
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Dependent Variable: Job Satisfaction

The calculated t-value ($t_{\text{calculated}}$) for the Organizational Behavior variable is 8.875. This value is compared to the critical t-value (t_{table}) for the degrees of freedom (df), calculated as $N - k - 1$, where $N=47$ and $k=1$. Therefore, $df = 47 - 1 - 1 = 45$. For a one-tailed test with a significance level of $\alpha=0.05$, the critical t-value is 1.6794. Since the calculated t-value (8.875) $>$ the critical t-value (1.6794), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

Furthermore, the significance value (p-value) for the Organizational Behavior variable is 0.000. Since the p-value (0.000) $<$ the significance level α (0.05), the null hypothesis (H_0) is rejected.

Based on the t-test results, it can be concluded that organizational behavior has a positive and significant influence on job satisfaction at the Sidikalang District Office, Dairi Regency. This finding supports the idea that the internal dynamics and culture of the organization are a determinant that translates into tangible, measurable gains in employee satisfaction.

Conclusion

Based on a comprehensive analysis of the research data, this study successfully addresses its primary objectives, which were to analyze the effect of organizational behavior on job satisfaction and to provide empirical evidence for this relationship at the Sidikalang District Office, Dairi Regency. The descriptive analysis revealed a prevailing positive sentiment among employees regarding both organizational behavior and their own job satisfaction, with high mean scores and low standard deviations signaling a strong and uniform perception. Furthermore, the validity and reliability tests confirmed the research instrument's suitability and integrity. Most importantly, the inferential analysis provided conclusive evidence that organizational behavior has a positive and statistically significant influence on job satisfaction.

The regression coefficient indicates that improvements in organizational behavior are associated with substantial gains in job satisfaction. The coefficient of determination (R^2) suggests that organizational behavior explains 92.7% of the variance in job satisfaction, confirming its position as a primary determinant among a wider array of variables. In conclusion, this study validates the premise that organizational behavior is not merely a background component but a strategic asset that directly contributes to enhanced employee well-being and, consequently, to improved organizational effectiveness. The findings of this study offer valuable theoretical contributions to the field of human resource management in the public sector and provide actionable insights for decision-makers at the Sidikalang District Office to optimize their resources for greater employee well-being and organizational success.

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